

POLICY MANUAL for the Regional Partnership Initiative

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An initiative of the

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PURPOSE OF THIS DOCUMENT

Consolidated Information

In 1996, the Indiana Arts Commission (IAC) and 12 community-based organizations, established a new statewide service delivery system for the arts in Indiana – the Indiana Regional Partnership Initiative (RPI). In so doing, the IAC adopted, under separate headings, a number of policies and procedures governing or related to the Initiative. One purpose of this document is to consolidate those various policies and procedures into a single comprehensive document.

Clear Expectations

Another purpose of this document is to clarify and reduce to writing IAC expectations regarding the roles and responsibilities of the IAC and the 12 current Regional Arts Partners – to each other and to the Initiative as a whole. In shaping the RPI, the IAC and its partners have considered and rejected or adopted numerous policy alternatives. Much work has been done in a relatively brief period of time. Consequently, it has been a challenging task for all parties to stay abreast of group decisions and mutual expectations.

Program Guidance

Last but not least, this document provides a framework for the four core services that are to be planned and delivered by each Regional Arts Partner. Because Regional Arts Partners are granted wide latitude to utilize state and federal arts funding to design and deliver services based on local needs, service objectives and methods may vary from region to region. Service standards and a grants making handbook, located in the Appendix section, are made available to help each Regional Arts Partner to form and utilize a publicly accountable and systematic approach in designing, funding, offering, and evaluating high quality regional services in their part of Indiana.

Section 1 REGIONAL PARTNERSHIP INITIATIVE MISSION AND GOALS**1-1 RPI Mission**

In collaboration with the Indiana Arts Commission (IAC), the Regional Partnership Initiative (RPI) exists to promote and expand participation in the arts in Indiana. The Regional Partnership Initiative provides broad local access to services and funding opportunities for the arts throughout the State of Indiana. Services include, but are not limited to, information and referral, technical assistance, cultural planning, and regranting of state and federal funds.

1-2 RPI Goals

- A. To encourage and support local involvement and decision-making regarding Indiana Arts Commission funds and services.
- B. To improve access to and achieve greater equity in the distribution of state arts funds and services.
- C. To strengthen the network of partners (individuals and organizations) which enhance the statewide delivery of Indiana Arts Commission funds and services.

Section 2 IAC RESPONSIBILITIES TO THE PARTNERSHIP**2-1 Legal relationship**

The Regional Partnership Initiative is a voluntary collaboration between the IAC, a state agency, and 12 Indiana nonprofit community-based organizations. Each Regional Arts Partner (RAP) enters into a legal contract with the IAC to provide specific services within its respective geographic area, according to the policies and procedures outlined in this document. Each Regional Arts Partner remains an individual legal entity, separate from the IAC, and continues to be fully governed by a local board of directors.

2-2 IAC responsibilities

In order to achieve the goals of the Initiative, the IAC will:

- A. Maintain a professional relationship with each Regional Arts Partner, and the Consortium as a whole, that is based on mutual trust, respect, and commitment to a shared vision.
- B. Provide the highest level of financial support possible for Regional Partnership Initiative operations per region, including the four core regional services of cultural planning, grants making and management, information and referral, and technical assistance.
- C. Provide the highest level and quality of staff support and other administrative support possible. An IAC staff liaison will be assigned to each RAP.
- D. Advocate for timely disbursement of funds with other State organizations.
- E. Provide the opportunity for all Regional Arts Partners to fully participate in the development of statewide arts public policy and the development of this statewide service delivery system.

- F. Provide opportunities for technical assistance and a forum for peer support through regular convening of the Regional Arts Partner Consortium and IAC/RAP evaluation processes.
 - G. Provide public sanction and support for approved regional Biennial Plan grant applications.
 - H. Provide public sanction and support for all administrative actions taken by Regional Arts Partners that are consistent with this document.
 - I. Collaborate with Regional Arts Partners in appropriate marketing and media initiatives related to the RPI.
 - J. Collaborate with Regional Arts Partners and other organizations, as appropriate, to augment the RPI service delivery system.
 - K. Develop centrally administered programs and services that are complementary to the RPI programs and services or which fill a void in service delivery.
 - L. Participate actively in the development, implementation, and maintenance of IndianaArts.org.
- 2-3 IAC commitment to the success of the Regional Arts Partners
- A. The IAC is committed to making the arts available in all parts of Indiana and has dedicated the majority of its financial and human resources to the RPI, through the 12 Regional Arts Partners, in order to develop and strengthen an effective statewide delivery system.
 - B. The IAC is committed to the success of each Regional Arts Partner and pledges to work with each designated Regional Arts Partner to assist each to achieve the goals of the RPI to the highest degree possible given the unique circumstances of each organization.

Section 3 REGIONAL ARTS PARTNERS RESPONSIBILITIES TO THE PARTNERSHIP

- 3-1 IAC fiscal agent
A designated Regional Arts Partner will manage and account for all IAC regional arts allocation funds in accordance with all applicable federal and state laws and regulations and IAC policies and procedures related to the Regional Partnership Initiative, incorporated herein.
- 3-2 RAP responsibilities
In order to achieve the goals of the Initiative, the Regional Arts Partners, singularly and collectively, will:
- A. Maintain a professional relationship with the Indiana Arts Commission and the statewide Consortium that is based on mutual trust, respect, and commitment to a shared vision.
 - B. Provide four core services according to the service standards within a specific multi-county region determined jointly by the IAC and the Regional Arts Partners. The four

core services include cultural planning, grants making and grants management, information and referral, and technical assistance.

- C. Provide the highest level and quality of staff support and other administrative support possible to implement the four core services and maintain ongoing communication with the IAC.
- D. Collect and report data and information to the IAC in a timely and accurate manner about the process, outputs, and outcomes of service delivery.
- E. Participate actively in the development, implementation, and maintenance of IndianaArts.org.
- F. Participate in co-marketing activities for the Regional Partnership Initiative and other programs, as appropriate, with the IAC.
- G. Educate and inform the public, particularly the RAP Board and Regional Advisory Council, about the importance of public support for the arts, the IAC, and the RPI.
- H. Develop, maintain, and adhere to a Conflict of Interest Policy for staff, board, panels, and Regional Advisory Council members that avoids conflict of interest, or the appearance of conflict of interest, in all four core services.
- I. Maintain policies, procedures, and contractual obligations negotiated between the IAC and the Regional Arts Partners, singularly and severally, including procedures for mediating regional issues.
- J. Meet all required standards identified in Appendices to this document.

Section 4 DESIGNATION OF REGIONAL ARTS PARTNERS

In creating the Regional Partnership Initiative, the IAC consulted with a number of organizations, including some of the organizations which have since been designated Regional Arts Partners, to develop the regional boundaries and the framework for becoming a Regional Arts Partner.

4-1 IAC responsibilities

The IAC is responsible for designating one organization within each region to be the Regional Arts Partner.

4-2 Regional Arts Partner eligibility

- A. Location
A Regional Arts Partner must be located within the region to be served.
- B. Organization
A Regional Arts Partner may be either a unit of local government or a private nonprofit Indiana corporation having IRS tax-exempt status.
- C. Operations
The organization must operate consistent with IAC standards for governance (Appendix A) and management (Appendix B).

- D. Provide Regional Arts Development Services
Each Regional Arts Partner will provide four core services based upon the standards in Appendices C-F within a specific multi-county region, determined jointly by the IAC and the Regional Arts Partners. (See Section 4-4 for Designation of Regional Service Area.)
- E. Regional Advisory Council
In matters concerning the RPI, the organization will establish and be guided by a regional advisory council that provides recommendations on the effective use of the IAC regional arts allocation. The regional advisory council will operate consistent with Section 5 of this document.

4-3 Existing Regional Arts Partners

The designated Regional Arts Partner at the time of adoption of this document shall be the designated Regional Arts Partner for its region. See the RPI map and roster, Appendix H, for current designees.

4-4 Designation of regional service area

Each county in Indiana shall be assigned to a regional service area.

- A. Existing regional service area boundaries
The designated service area boundaries that are in effect at the time of adoption of this document shall be the designated regional service boundaries. See Appendix H for the RPI map and roster.
- B. Changes to boundaries
The regional service boundaries that define any one or more of the 12 regions may be revised if there is a compelling reason to do so, such as if a Regional Arts Partner loses designation (Section 4-5) or if the IAC or a Regional Arts Partner can demonstrate the necessity of a change to the current boundaries. A proposal to change boundaries may only be made when the county or counties to be moved are contiguous to the Regional Arts Partner's current service boundary.

The Indiana Arts Commission and three quarters (9 of 12) of the Regional Arts Partner Consortium members must agree to changes to the regional service boundaries.

1. Regional Arts Partner request for change

A Regional Arts Partner must have the approval of their Regional Advisory Council and their board of directors before approaching another Regional Arts Partner or the IAC about revising the regional service boundaries. The RAP's board must vote on and approve this course of action.

The Regional Arts Partner requesting the change is responsible for notifying the other partner or partners, whose service area would be altered, of their intention. They must notify the affected partner or partners in writing prior to officially notifying the IAC. A copy of the notification must be sent to the IAC. Ongoing dialogue among the affected partners is encouraged so that an amicable decision may be reached prior to presentation of the proposal to the IAC.

The Regional Arts Partner CEO or board president will draft a letter to the IAC executive director stating their desire to alter the current regional service

boundaries. This notification includes the reason for requesting the change, how the change will benefit the counties to be affected, how the change will benefit the Regional Partnership Initiative, the proposed timeline for the change, and an outline of discussions with the other partner or partners to be affected. If the other affected partner or partners are in agreement with the decision, they can co-author and sign the letter or submit their own letter of support.

If the other affected partner or partners are not in agreement with the proposed change to regional service boundaries, the IAC will request that they submit a letter of explanation outlining their concerns prior to any official review by the IAC.

2. IAC request for change

The IAC will notify the affected Regional Arts Partners in writing about proposed changes in the regional service boundaries. This notification will include the reason for requesting the change, how the change will benefit the counties to be affected, how the change will benefit the Regional Partnership Initiative, and the proposed timeline for the change. Following this notification, the IAC will inform the remaining Consortium members of the proposal.

3. Constituent request for change

Any request for change coming from an organization or group must first be addressed to either a designated Regional Arts Partner or the IAC. It is at the discretion of either the RAP or the IAC to determine whether to pursue the change in regional service boundaries.

4. Process to change boundaries

The IAC will consider changes to the regional service boundaries following this process:

- a. IAC staff will review the submitted proposal to make sure it is appropriate and provides all the information needed to make an informed decision.
- b. The proposal will be reviewed and voted on at the next Consortium meeting.
- c. The Consortium recommendation will be forwarded to the Committee on the Future and the Program Evaluation Committee, who will review all requests for changes to the regional service boundaries and will make a recommendation to the full Commission.
- d. If the Commission accepts the proposal, IAC staff will notify all affected RAPs in writing. This notification will include the timeline for transition to the reconfigured boundaries and will outline the process of recalculating the regional block grant allocation. The RAPs and the IAC will collaborate to notify the affected constituents of the change in service.
- e. If the Commission decides not to accept the proposal, the Commission will provide its rationale to all interested parties. Action by the Commission is final.

4-5 Change in Regional Arts Partner designation; conditions

There can be only one designated Regional Arts Partner in each region. A designated RAP shall remain the designated organization and shall fulfill its responsibilities as a RAP until its designation is officially removed by the IAC. It is the goal of the IAC to avoid disruption of service delivery during the transfer of Regional Arts Partner designation and the IAC will work with each RAP to ensure continuity of service whenever possible.

Regional Arts Partner designation may be changed due to any of the following circumstances:

A. Voluntary relinquishment by RAP

A RAP may determine that it is not in the organization's or the region's best interest for it to continue as the Regional Arts Partner. The RAP should have ongoing discussions with the IAC staff liaison to keep the IAC apprised to the situation. The RAP must provide the IAC with advance notice of its intent to cease operation as a Regional Arts Partner, with this notice to come at least a year in advance of the next Biennial Plan grant application deadline. The RAP will finish out all RPI activities of the current Biennial Plan cycle. The RAP will agree to work cooperatively with the IAC and other RAPs to provide for an orderly transition. The IAC shall then do one of the following: 1) identify and designate a new Regional Arts Partner; 2) change the RPI service boundaries to distribute the region to other Regional Arts Partners; or 3) take on the responsibilities of administering the RPI services to the region.

B. Removal by IAC for non-compliance

If the IAC determines through the performance review, in which one or more RAPs were involved, or by other means not involving peer review, that the RAP is not in compliance with applicable laws and rules, RPI program policies, and/or terms of the Grant Agreement, the IAC shall notify the RAP in writing of the non-compliance issues and a grace period will be given to allow the RAP to remedy the problem.

In all cases of non-compliance, the IAC shall ask at least two RAPs to assist in reviewing the partner's response and proposed remedy and in making a recommendation to the Commission regarding continuing designation.

If the RAP remedies the compliance issue within the grace period to the satisfaction of the IAC, then the partnership agreement stands and the IAC will notify the RAP in writing.

If the regional partner does not remedy the compliance issue within the grace period to the satisfaction of the IAC, then the IAC will issue in writing a Notice of Intent to Remove Regional Arts Partner Designation to the RAP. A second grace period will be given to allow the RAP to remedy the problem.

If the RAP remedies the compliance issue within the grace period to the satisfaction of the IAC, then the partnership agreement stands and the IAC will notify the RAP in writing.

If the regional partner does not remedy the compliance issue within the grace period to the satisfaction of the IAC, then the IAC will issue in writing a Notice of Termination to the RAP. The IAC shall then do one of the following: 1) identify and designate a new RAP; 2) change the RPI service boundaries to distribute the region to other RAPs; or 3) take on the responsibilities of administering the RPI services to the region.

4-6 Process for recruiting and designating a new Regional Arts Partner

A. Recruitment activities

When a regional partner vacancy exists, the IAC shall widely advertise the availability of the position through a variety of means, which may include press releases, direct mailings, and Web site postings. The IAC will also contact and recruit appropriate organizations.

B. Assigning designation

The IAC Program Evaluation Committee shall be enlarged by the IAC chair to include at least two representatives of the Regional Arts Partner Consortium, an additional IAC designated representative, and as many IAC-appointed citizen advisors as the IAC deems necessary to review and evaluate the new applicant's ability to administer the RPI services and make a recommendation to the full Commission about designation.

In making its determination, the Committee may schedule public meetings, request additional information, and schedule interviews with board members or staff of the applicant organization, or with citizens of the region, in order to evaluate the organization's ability to be a RAP. The information gathered shall become part of the public record and shall be used in making the final determination about designation.

At the conclusion of its review, the Committee shall make a recommendation to the Commission regarding designation.

The full Commission must approve, reject, or defer the Committee's recommendation regarding designation. If the full Commission cannot make a decision, it may defer its decision while it gathers additional information.

The applicant organization will be informed in writing about the outcome of the IAC decision. The newly designated RAP will sign a Memorandum of Understanding with the IAC that formalizes their status. (See Appendix I.)

A regional designation shall stand until the designation is officially rescinded by a vote of the IAC (either to terminate designation or to accept a voluntary relinquishment of designation).

C. Training

The IAC and Consortium will provide training to the newly designated RAP. IAC staff, and specifically the staff liaison, will provide training. A mentor organization from the Consortium may be identified to provide additional training.

D. Transfer of RPI information

When a new organization is awarded designation by the IAC, the previous RAP must receive written notification of the designation (whether or not it has voluntarily relinquished RAP status). This notification must contain a timeline for transfer of all appropriate records (i.e., all data in IndianaArts.org, the regional cultural plan, etc.), a description of the closure process to be followed, and a request for return or transfer of all unexpended IAC regional arts allocation funds.

E. Capacity Building Self-Assessment

The newly designated Regional Arts Partner will complete the Capacity Building Self-Assessment tool and provide a Capacity Building Plan to the IAC. This assessment should be completed within two years after receiving RAP designation.

F. Biennial Plan grant application

The organization designated by the IAC must follow Section 7, Biennial Plan grant application components, and Section 8, Biennial Plan review process, of this document to submit a Biennial Plan grant application.

4-7 Appeal of removal or denial of designation

A. Initiating an appeal

An organization seeking or affirming designation that disputes the IAC decision not to grant designation of Regional Arts Partner status may appeal the decision of the IAC. The appeal will be conducted in the following manner.

1. The appellant organization must submit a written request for consideration of an appeal within 45 days of notification of the IAC decision;
2. the request must state the reasons for the appeal; and
3. the IAC shall review the request at its first regularly scheduled business meeting following the receipt of the request.

B. IAC action on appeals

The IAC shall take one of the following actions in response to the request for consideration of an appeal:

1. determine that the appellant does not show sufficient cause for an appeal, in which case the appellant may follow Section 4-7.C, dispute resolution, of this document;
2. determine that the appellant does show sufficient cause for appeal and request that the appellant appear before the IAC at a subsequent meeting to address the appeal; or
3. refer the appeal to mediation or to an administrative law judge as a contested case.

C. Dispute resolution

Following the appeal to the IAC, if the appellant continues to dispute the decision of the IAC regarding the organization's appeal, either party may request a mediation process. If the other party chooses not to mediate, the further appeal shall be conducted as a contested case. If both parties agree to mediation, the costs of mediation shall be shared equally.

Section 5 REGIONAL ADVISORY COUNCIL

5-1 Advisory council requirement

Each RAP shall establish a regional advisory council consistent with the items in this section.

- 5-2 Purpose of the council
The council shall serve in an advisory capacity to the RAP on matters that affect planning, delivery, and evaluation of the four core services. In forming recommendations, the advisory council will consider the needs of the region as a whole and the resources of the RAP available to meet those needs.
- 5-3 Membership
- A. The council shall be composed of representatives from at least 66 percent of the counties in the region, although 100 percent participation is encouraged.
 - B. The RAP will provide the IAC with its current membership, recruitment, and rotation policies and procedures for regional advisory council members. This will be kept on file at the IAC office.
- 5-4 Terms of service
Each RAP will establish an advisory council membership rotation policy that allows for continuity and the inclusion of new and perspective members. A current copy will be kept on file at the IAC office.
- 5-5 Conflict of interest
Each RAP will establish an advisory council conflict of interest policy. The RAP will provide the IAC with a copy of this policy, which will be kept on file at the IAC office.
- The policy must include the following provisions:
- 1. No council member may participate in any decision that may result in personal financial gain; and
 - 2. If the advisory council reviews grant applications and makes funding recommendations, no council member having a personal or monetary "interest" in a specific grant application may participate in the review, discussion, or recommendation on the specific application.
- 5-6 Meetings
- A. The regional advisory council must meet at least two times a year.
 - B. The IAC staff liaison will be invited to attend all regional advisory council meetings and may participate in the meeting as an observer or in another capacity, as determined by the RAP.
 - C. All regional advisory council meetings shall be held in sites that are accessible to people with disabilities.
 - D. Minutes will be recorded and maintained by the RAP for each regional advisory council meeting.
 - E. The RAP will give advance public notice of dates, times, and locations of all advisory council meetings.
 - F. All advisory council meetings shall be open to the public for observation.

- G. To the extent possible, advisory council meetings should be held in different locations throughout the region.

Section 6 REGIONAL ARTS PARTNER CONSORTIUM

6-1 Purpose of the Consortium

The Consortium is an informal association of all RAPs. Participation in the Consortium is required by the IAC for each organization designated as a RAP. The role of the Consortium is to provide resources, address common issues, and develop mutual support among the members in order to advance the goals of the RPI. The Consortium provides advice to the IAC in the development and implementation of policies and procedures concerning the RPI.

6-2 Membership

The Consortium shall be composed of the CEO of each Regional Arts Partner and/or his/her designee. If more than one representative from a Regional Arts Partner is present at a meeting of the Consortium, only one of the representatives may vote.

6-3 Leadership

The Consortium may annually elect a chair and vice chair from among current members to provide leadership and guidance to the membership and to represent the interests of the Consortium in special circumstances.

6-4 Committees

The Consortium may establish committees, as needed, to help accomplish tasks related to the RPI.

A. Membership

Consortium members and their designees may serve on committees. Additional persons who are not members of the Consortium may serve on committees when their expertise will be helpful to the task at hand.

B. Leadership

Consortium members will chair committees.

C. Meetings

1. Committees will meet as needed to accomplish their tasks. Meetings shall be at mutually agreed upon dates, times, and locations.
2. Meetings will be open to the public and each committee shall develop a written record of the meeting, which will be maintained by the IAC.

6-5 Meetings of the Consortium

A. Meetings with IAC

Representatives of the Consortium shall meet with representatives of the IAC on at least a quarterly basis to provide advice on the planning, implementation, and evaluation of the RPI.

1. Such meetings shall be at mutually agreed upon dates, times, and locations.
2. A simple majority of the membership (7) shall constitute a quorum for official Consortium action.

3. Such meetings will be open to the public, and the Consortium and the IAC shall maintain a written record of the meeting.

B. Other Meetings

The Consortium may hold additional meetings, including committee meetings, to conduct additional activities that will advance the goals of the members of the Consortium related to the RPI.

1. Such meetings shall be at mutually agreed upon dates, times, and locations.
2. A simple majority of the membership (7) shall constitute a quorum for Consortium action.
3. The IAC will be notified of all Consortium meetings and may participate in the meeting as an observer or in another capacity, as determined by the Consortium.
4. Such meetings will be open to the public, and the Consortium shall develop a written record of the meeting, which will be provided to and maintained by the IAC.

6-6 Attendance

A. Meetings with IAC

In order to have a voice in RPI policymaking and to stay abreast of current developments, a representative of each RAP is expected to:

1. attend all Consortium meetings with the IAC; and
2. if unable to attend, to follow up with the IAC staff liaison to obtain information and materials.

B. Other Meetings

Regional Arts Partners may attend additional Consortium and Consortium committee meetings as time and interest permits.

Section 7 BIENNIAL PLAN GRANT APPLICATION COMPONENTS

7-1 Purpose of application

The Biennial Plan grant application serves as a public confirmation of the ability of a RAP to oversee and manage regional activities and proposed services for the grant period. The applications allow the IAC to evaluate the service delivery system of the RPI. RAPs should use this application process as an opportunity to give thoughtful consideration to the regional delivery of services.

7-2 Requirements

For a Biennial Plan grant application to be complete, all requirements of Section 7 of this document must be fulfilled.

7-3 Public input

Each RAP needs to have an ongoing dialogue with their constituents. This may take place throughout the year in the form of Regional Advisory Council meetings, focus groups, grant workshops, and ongoing cultural planning activities. This ongoing dialogue will help each RAP

identify and prioritize constituent needs; evaluate appropriate community and regional resources to meet those needs; and determine the practicality of continuing existing programs, services, and grants, or the feasibility of developing new programs, services, or grants. Each RAP will then use this information in the development of the Biennial Plan grant application.

7-4 Application components

The Biennial Plan grant application must provide the IAC with specific information about proposed RPI activities for the grant period. There are also required application attachments that must be submitted for an application to receive consideration. The components of the cultural planning, grants making and grants management, information and referral, and technical assistance services will meet the requirements set forth in Appendices C-F of this document, respectively.

Through narrative questions, check boxes, charts, attachments, or other means, each Biennial Plan grant application will provide the following information:

- A) Regional Planning Process
 - 1) Role of RAP Board of Directors
 - 2) Role of Regional Advisory Council
 - a) Description
 - b) Process
 - 3) Other Processes (if applicable); e.g., public forums, focus groups, surveys, etc.
- B) Regional Services Plan
 - 1) Cultural Planning (Update)
 - a) Describe Planning Process
 - b) Describe Service(s)
 - c) Target Audiences
 - d) Expected Outcomes, including measurable objectives, and evaluation
 - 2) Grants making
 - a) Describe Planning Process
 - b) Describe Service(s)
 - c) Target Audiences
 - d) Expected Outcomes, including measurable objectives, and evaluation
 - 3) Information and Referral
 - a) Describe Planning Process
 - b) Describe Service(s)
 - c) Target Audiences
 - d) Expected Outcomes, including measurable objectives, and evaluation
 - 4) Technical Assistance
 - a) Describe Planning Process
 - b) Describe Service(s)
 - c) Target Audiences
 - d) Expected Outcomes, including measurable objectives, and evaluation
- C) Organizational Capacity
 - 1) Governance
 - 2) Management/Staff
 - 3) Technology Resources
 - 4) Financial Stability and Oversight
- D) Community Arts Programs (as applicable)
 - 1) Describe Planning Process

- 2) Describe Programs and Services
- 3) Target Audiences
- 4) Expected Outcomes, including measurable objectives, and evaluation
- 5) Budgets

7-5 Budget

The Biennial Plan grant application will include a statement of projected expenses and income from all sources. The budget will include the amount of the IAC regional arts allocation that the RAP will receive based on the allocation formula. The IAC will develop a chart, or other method, that determines the format and content for submission of the budget information.

7-6 Required attachments

In addition to the Biennial Plan grant application, RAPs must submit the following attachments. The attachments are divided into two categories: those that can be submitted one time and kept on file at the IAC office; and those that must be submitted with every Biennial Plan grant application.

A. On file at IAC

This information must be submitted by first-time applicants or if it has been revised since last submitted to the IAC.

1. Organizational by-laws;
2. Governing board recruitment and nomination process, including the governing board rotation policy (this information should be contained in the organizational by-laws. If it is not specifically referenced in the organizational by-laws, the RAP must submit this information separately.)
3. Strategic or long-range plan;
4. Organizational charts for board and staff;
5. Job description of the key management staff;
6. Regional needs assessment;
7. Regional Cultural Plan;
8. Regional advisory council recruitment and nomination process, including methods to assure regional representation, the regional advisory council rotation policy, and the regional advisory council conflict of interest policy;
9. Samples of all grant guidelines, application forms, notification materials, contracts, and grantee reporting forms.
10. Arts granting policy statement. When a designated RAP is a part of another larger non-arts organization (such as unit of local government or community foundation), the RAP will submit a memorandum, signed by the partner and its "parent" organization, describing the policies and procedures under which regional grants will be made. The statement will specify that the "parent" entity agrees to fund only organizations or projects that have been recommended by the RAP with funds from the IAC regional arts allocation.

B. Submitted with each Biennial Plan grant application

1. Annual financial audit (and/or compliance audit) for most recently completed fiscal year;
2. Unaudited financial statement for the most recently completed fiscal year;
3. Governing board roster, with professional affiliation and characteristics;
4. Regional advisory council roster, with information about roles and responsibilities, professional affiliation, and characteristics;
5. Timetable information for delivery of each of the four core services.

Section 8 BIENNIAL PLAN REVIEW PROCESS

8-1 Required Biennial Plan information

Regional Arts Partners must provide complete information on all forms, authorized signatures where indicated, assurances that the application is legally binding, and support documents (as requested) to allow for a uniform review of the application. All requested materials must be submitted and no additional materials may be included.

8-2 IAC staff review of Biennial Plans and correction period

The IAC staff liaison is available to work with RAPs from the development of the Biennial Plan grant application through the implementation. This will enable the IAC to avoid any problems in submission of the grant application as well as to see and resolve any problems that may arise during plan implementation, such as significant changes to the regional partner activities.

Once a Biennial Plan grant application is submitted to the IAC, the IAC staff liaison will review it for completeness and accuracy. Following staff review of Biennial Plan grant applications, RAPs will be notified by telephone and in writing of errors that would make the Biennial Plan grant application ineligible for review. RAPs will have a grace period from the date of notification to come to the IAC office and personally make the necessary changes to the Biennial Plan grant application, including adding, deleting, or revising information. If not corrected within the grace period, Biennial Plan grant applications will be ineligible for review.

8-3 Biennial Plan evaluation

The IAC Program Evaluation Committee, composed of current Indiana Arts Commissioners and chaired by a member of the IAC Program Evaluation Committee, will review and evaluate all Regional Arts Partners' Biennial Plan grant applications. Biennial Plan grant applications must meet all the requirements listed in Section 7, Biennial Plan grant application components.

Only in extreme situations will the Program Evaluation Committee not approve a Biennial Plan grant application. A Biennial Plan may not be approved if: (1) the IAC determines the plan is incomplete; (2) the plan does not meet the RPI mission and goals; (3) the plan does not follow the policies and standards set forth in this document. The IAC will include the reason for not accepting a plan in the notification letter to the RAP.

8-4 Commission action

The IAC will review, and approve or reject, all Biennial Plan grant applications during its June quarterly business meeting. All RAPs will be notified in writing of the Commission's decision.

8-5 Reconsideration policy and appeal process

A RAP whose Biennial Plan grant application is not approved shall have 30 days to respond in writing to the IAC decision. The IAC executive director, or his/her designee, and the chair of the Program Evaluation Committee will review the RAP response. The Program Evaluation Committee chair may approve or reject the Biennial Plan. Any determination will be approved at the next scheduled Program Evaluation Committee meeting and meeting of the full Commission. IAC staff will notify the RAP in writing of the Program Evaluation Committee chair's decision.

If the Biennial Plan is not approved a second time, the IAC may, at its discretion, allow the organization to resubmit a Biennial Plan grant application within 30 days of notification. The resubmitted Biennial Plan grant application will be reviewed at the next meeting of the Program Evaluation Committee. The Program Evaluation Committee will forward their recommendation to the full Commission. IAC staff will notify the RAP in writing of the Commission's decision.

An organization whose Biennial Plan will not be reconsidered may follow the appeals process for disputed designation, outlined in Section 4-7.

Section 9 PROCESS FOR AMENDING AN APPROVED BIENNIAL PLAN GRANT APPLICATION

During the two-year grant period, a Regional Arts Partner must notify the IAC of any substantial changes to the programs and services outlined in the approved Biennial Plan. These include changes in budget, personnel, dates, scope of activities, etc.

9-1 Substantial defined

"Substantial changes" are those revisions that add new goals and objectives; and/or completely alter or omit one or more existing goals or objectives of the plan; and/or transfer more than 20 percent of financial resources from one objective to another.

9-2 Regional Arts Partner responsibilities

The RAP should be engaged in ongoing dialogue with the IAC staff liaison so that any possible changes or amendments to an approved Biennial Plan can be addressed as early in the process as possible.

If a RAP intends to make substantial changes to its approved Biennial Plan it must:

- A. notify the IAC in writing of its intent to change the Biennial Plan a minimum of 30 days before implementing any change; and
- B. provide a detailed description of the proposed revisions, the reasons for making the changes, and a budget and schedule for implementing the proposed changes.

9-3 IAC responsibilities

IAC staff, in consultation with the chair of the Program Evaluation Committee, will review the proposed revision. This team will make a determination as to whether the change should be approved or denied. The IAC will then notify the Regional Art Partner in writing of the decision. Any determination will be approved at the next scheduled Program Evaluation Committee meeting and meeting of the full Commission.

9-4 Approved amendment

If the IAC approves the Biennial Plan changes, the revisions and notification of the IAC's approval will be placed in the regional partner's official file. The revisions will update and amend the original Biennial Plan and future Interim Reports or Final Grant Reports will be reviewed according to the amended Biennial Plan.

9-5 Amendment not approved

A. IAC Responsibilities

The IAC will provide written notification to the RAP if the Biennial Plan amendment is not approved. This written notification will include the specific reasons and areas of

concern. In appropriate situations, the IAC might also suggest alternatives or areas of compromise.

B. Regional Arts Partner responsibilities

A RAP whose Biennial Plan amendment is not approved shall have 30 days to respond in writing to the IAC decision. The IAC executive director, or his/her designee, and the chair of the Program Evaluation Committee will review the RAP response. The Program Evaluation Committee chair may approve or reject the Biennial Plan amendment; this recommendation will be ratified at the next meeting of the full Commission. IAC staff will notify the RAP in writing of the Program Evaluation Committee chair's decision.

If the Biennial Plan amendment is not approved a second time, the IAC may, at its discretion, allow the organization to resubmit a Biennial Plan amendment within 30 days of notification. The resubmitted Biennial Plan amendment will be reviewed at the next meeting of the Program Evaluation Committee. The Program Evaluation Committee will forward their recommendation to the full Commission. IAC staff will notify the RAP in writing of the Commission's decision.

If the Biennial Plan amendment is not approved, the IAC will not recognize the amended plan and will review all future Interim Reports or Final Grant Reports according to the original approved Biennial Plan.

An organization whose Biennial Plan will not be reconsidered may follow the appeals process for disputed designation, outlined in Section 4-7.

Section 10 REGIONAL ARTS ALLOCATION

Regional Arts Partners will receive a regional arts allocation from the IAC to support a wide range of programs and services within their respective geographic areas, including arts development services, community arts programs, and a regional block grant to be distributed through a regional regranteeing process.

10-1 Components of the IAC regional arts allocation

The allocation has three components:

A. Arts development allocation

Each RAP will receive an allocation for arts development services based on total available funds for the RPI. Arts development funds do not require a local match. This funding can be used for planning and implementation of the four core services within each region. Each RAP may plan and deliver these services directly, or they may use the ADS money to contract with other providers using a personal service contract that must be pre-approved by the IAC.

B. Regional block grant allocation

This amount will be based on historical levels of IAC organizational support for small and mid-sized arts organizations and support for arts projects of schools and other community-based organizations in each region. As funding levels change, regional block grant funds will be allocated using a formula that takes into account regional per capita, population, and other pertinent factors.

Regional block grant funds must be matched on a dollar-for-dollar basis. Match may be a combination of cash and the verifiable value of necessary donated goods and services. At least 50 percent of the local match must be cash. Regional block grant funds may be matched totally or in part by the value of sub-grantee match.

IAC regional block grant funds are to be utilized solely for re-granting. The total amount of the regional allocation must be passed on to local arts providers in the form of grants. Sub-grantee expenses may include, but are not limited to, salaries, administrative fees, staff development and training, space and equipment rental, promotion, and production costs, etc., needed to support the organization's project or annual operating costs.

Sub-grantees cannot use IAC regional block grant funds toward the restricted activities listed in the funding restrictions section, Section 10-4.

C. Community arts program allocation

This amount will be based on historical levels of local arts agency organizational support to each eligible RAP. These funds may be used to support direct and indirect expenses related to the provision of a full year of programming and services within each local arts agency's primary service area. The Regional Arts Partner may plan and deliver these arts activities directly or in collaboration with other providers.

Activities may include, but are not limited to: exhibitions, educational seminars, or a series of related arts activities, such as a performing arts series, art classes, training sessions, theater productions, visual art exhibits, presenter touring, and artist residencies in schools or other community settings.

These funds may also be used to supplement the provision of arts development services or to augment the regional block grant allocation.

Community arts program funds must be matched on a dollar-for-dollar basis. Match may be a combination of cash and the verifiable value of necessary goods and services. At least 50 percent of the local match must be cash.

10-2 Recommendation and adoption of allocation formula

The Indiana Arts Commission shall formulate and recommend formulas for distributing the allocation that is equitable to all regions. The Consortium will review and recommend a formula for the distribution of the allocation.

10-3 Adoption of allocation formula

The IAC must consider and may use the Consortium's allocation formula to divide the available funding among designated regions.

10-4 Restrictions on the use of regional arts allocation funds

- A. Regional arts allocation funding cannot be used for:
1. Cash reserves; deficit reduction, or deficit elimination;
 2. Events in private dwelling places or other locations not open to the general public;
 3. Consumable supplies and materials not directly related to the project;
 4. Capital acquisitions (purchase of artwork, etc.); capital expenditures; restoration, or new construction of buildings;

5. Costs of receptions, food, or beverages;
6. Travel outside the United States;
7. Indirect costs or underwriting for ongoing residencies or curricular programs in degree-granting colleges and universities;
8. Activities not associated with arts programs and services;
9. Projects to be delivered outside the state of Indiana;
10. Project expenses outside the state fiscal year covered by the grant (July 1-June 30); and
11. Activities solely for the purpose of fundraising, private functions, religious services, lobbying activities, or any non-public activity.

These restrictions apply to RAPs and to the organizations they fund using regional block grant money.

- B. Presenting restriction
Regional Arts Partners seeking to purchase touring services from Indiana-based producers, which receive operating support or project support grants in the same fiscal year, cannot apply for additional funding to support any portion of the final negotiated touring fee. Before submitting an application for presenter touring support, verify that the producer does not receive operating or project support funding by checking with the IAC.

This same presenting restriction applies to grants the RAP makes to presenting organizations. A presenting organization is any organization that purchases the services of a producer in order to provide arts performances, exhibits, readings, screenings, etc. Sub-grantees cannot utilize IAC funds to present any producing organization that receives funding directly from the Indiana Arts Commission or any of the 12 Regional Arts Partners.

- C. Only RAPs having primary missions as local arts organizations may apply for community arts program funding.
- D. RAPs must carry out regional arts development services in accordance with this policy manual, including the service standards for cultural planning, grant making and management, information and referral, and technical assistance.
- E. A RAP may not utilize any portion of regional block grant funds for its own grant making expenses or for any other direct or indirect organizational expenses.

10-5 Disbursement of regional arts allocation

The regional arts allocation will be issued to a RAP in four payments. The IAC will provide two payments in each year of the biennium.

A. First payment

The first payment will be for 100 percent of the first year's annual regional block grant allocation, plus 90 percent of the annual arts development and community arts program allocations. The payment will be mailed to the RAP after that organization's Grant Agreement has been approved and signed by all required State organizations and all other reporting requirements specified in Section 11 have been completed to the satisfaction of the IAC.

B. Second payment

The second payment will be for the balance of the total first-year allocation (the final 10 percent of arts development and community arts program allocations) and will be made following receipt and approval of the first year Final Report (Section 11-8).

C. Third payment

The third payment will be for 100 percent of the second year's annual regional block grant allocation, plus 90 percent of the annual arts development and community arts program allocations and will be made following receipt and approval of the Biennial Plan update (Section 11-7).

D. Fourth payment

The fourth and final payment will be for the balance of the total second year regional allocation (the final 10 percent of arts development and community arts program allocations) and will be made following receipt and approval of the second year Final Report (Section 11-8).

10-6 Release of unused regional arts allocation funds

- A. A Regional Arts Partner may carry up to 10 percent of unused IAC regional block grant funds from one fiscal year to the next within a budget biennium.
- B. If a RAP has unused arts development or community arts program funds at the end of any fiscal year, the funds must be returned to the IAC.
- C. If a RAP has unused regional arts allocation funds of any type at the end of a biennium, the funds must be returned to the IAC.

Section 11 PAPERWORK AND RAP REPORTING REQUIREMENTS

11-1 Notification of grant award

All applicants will be notified in writing of IAC action on the Regional Arts Partner's Biennial Plan grant application. All RAPs will receive packets containing an award letter, a Grant Agreement, and other pertinent materials that must be completed, signed, and returned to the IAC before a first payment can be processed.

11-2 Acknowledgment and credit of public funding

A. Regional Arts Partner

A Regional Arts Partner must credit the Indiana Arts Commission and the National Endowment for the Arts for funding support in all publications and promotions, including electronic and printed materials. The IAC logo and the following credit line must be included in a prominent location: Provided with support from the Indiana Arts Commission, a state agency, and the National Endowment for the Arts, a federal agency. The IAC will supply the logo/credit line to all Regional Arts Partners.

For all activities funded with the community arts allocation, the RAP should use the following logo and credit line:

**INDIANA ARTS COMMISSION***Connecting people to the arts*

Provided with support from the Indiana Arts Commission, a state agency, and the National Endowment for the Arts, a federal agency.

The logo/credit line must be reproduced as a unit without alteration. Although it may be reduced to accommodate different space requirements, it may not be reduced to a size that makes the Arts in Indiana logo and the name of the Indiana Arts Commission unrecognizable.

For all activities funded with the arts development allocation, the RAP should use the following logo and credit line:



Provided with support from [RAP NAME], the Indiana Arts Commission, a state agency, and the National Endowment for the Arts, a federal agency.

The logo/credit line must be reproduced as a unit without alteration. Although it may be reduced to accommodate different space requirements, it may not be reduced to a size that makes the Arts in Indiana logo, the name of the Indiana Arts Commission, or the Regional Partners identification unrecognizable.

B. Regional sub-grantees

A regional sub-grantee must credit the RAP, the IAC, and the National Endowment for the Arts for funding support in all publications and promotions, including electronic and printed materials. The IAC logo and the following credit line must be included in a prominent location: Provided with support from the [name of Regional Arts Partner], the Indiana Arts Commission, a state agency, and the National Endowment for the Arts, a federal agency. The IAC will supply the logo/credit line to all Regional Arts Partners.

All grantees funded with the regional block grant allocation should use the following logo and credit line:



Provided with support from [RAP NAME], the Indiana Arts Commission, a state agency, and the National Endowment for the Arts, a federal agency.

The logo/credit line must be reproduced as a unit without alteration. Although it may be reduced to accommodate different space requirements, it may not be reduced to a size that makes the Arts in Indiana logo, the name of the Indiana Arts Commission, or the Regional Partners identification unrecognizable. In some instances, a regional sub-grantee may, with prior approval, use the logo without the credit line.

C. Below are specific requirements that pertain to RAPs and regional sub-grantees:

1. Promotional Materials

Grantees must credit the IAC and the NEA in printed materials (including newsletters, catalogs, brochures, announcements, invitations, and press releases), films and videotapes, electronic transmissions (including Internet sites), and non-written announcements (such as audio descriptions for people who are sight-impaired) regarding all activities for which Commission funds are used. Grantees receiving organizational support must credit the IAC and NEA in all promotional materials.

2. Programs

Grantees must credit the IAC and the NEA on the title page of printed programs, in a type size no smaller than 8-point. Also, the Commission should be listed in the donor category most appropriate to the level of financial support the organization is receiving. (If the IAC develops an advertising campaign, performing arts organizations that receive \$50,000 or more in total IAC operating support funding in any fiscal year shall provide one full page of advertising space in all season programs. Performing arts organizations that receive less than \$50,000 in total IAC operating support funding in any fiscal year shall provide one-half page of advertising space in all season programs. The Indiana Arts Commission will provide camera-ready art.)

3. Educational Materials

Grantees must credit the IAC and the NEA in all educational materials (including brochures, pamphlets, flyers, postcards, etc.) distributed in association with any IAC-funded program or exhibition. Grantees receiving organizational support must credit the IAC and NEA in all educational materials.

4. Web Sites

Organizations must use the IAC credit logo on their web sites -- along with a hyperlink back to the IAC web site. Grantees receiving organizational support must place the IAC credit logo on the front page of the organization's web site or on the page where other sponsors are listed. For project support, the IAC credit logo must appear on the web page that corresponds to the IAC-funded project.

5. Advertising
Grantees must credit the IAC and the NEA in all project-related print (including billboards) and/or electronic advertising (including television and the Internet).
6. News Releases
News releases must credit the IAC and NEA support. A sample support statement could be: This project was supported by the Indiana Arts Commission, with funding from the State of Indiana and the National Endowment for the Arts.
7. Promotional Appearances and Interviews
Television and radio appearances by a grantee's representative(s) should include at least one verbal acknowledgement during the broadcast of the support the organization received from the IAC and the NEA toward the project or overall operation. Also, grantees should acknowledge the IAC and NEA support in any newspaper, magazine, or on-line interviews about the organization's program(s).
8. Verbal Credit
When written credit is not applicable, verbal credit should be given prior to each performance or activity. If an announcement is not feasible, the grantee should consider a sign in the lobby or activity space.

11-3 Grant Agreement

The Grant Agreement is a Regional Arts Partner's official contract with the IAC. Each RAP must sign and return a Grant Agreement to the IAC, and is responsible for meeting all the terms and conditions it contains. The signed Grant Agreement will be reviewed by three other state organizations – the Department of Administration, the Budget Agency, and the Attorney General's office. When all state official signatures have been affixed to the document, the IAC will send a copy of the fully executed agreement to each partner. The original is kept on file at the Indiana Arts Commission. The IAC will not recognize any contractual obligation to an organization without a fully executed copy of the Grant Agreement on file.

11-4 Regional grants information

All RAPs must provide the IAC with information about the grants awarded with regional block grant funds. The RAP will do this by entering applicant/grantee data into the IndianaArts.org database. The RAP will provide this data each year of the biennium.

Each RAP must input data for each application they receive requesting regional block grant funds. The following data fields are required by the National Endowment for the Arts or are required by the IAC to ensure a sound grants management system. Data is required in each applicable field.

Organization Data:

- Organization name
- Address, city, state, ZIP
- County
- Region (auto on website)
- Telephone
- FAX
- E-mail
- Web site address
- State House District
- State Senate District
- Congressional District
- Organization Status Code
- Organization Institution Code
- Organization Discipline Code
- Race/ethnicity of board/staff
- Contact person name and address
- Authorizing official name and address
- Fiscal sponsor name (if applicable)

Grant Data:

- Identification number (auto on web)
- Grant program
- Application status
- Project beginning date
- Project ending date
- Project Activity Code
- Project Discipline Code
- Project race/ethnicity
- International activity
- Presenting/touring
- Arts education
- County (counties) to be served

- Panel rating
- Brief project description
- Amount of funding requested
- Amount of funding granted
- Total est. cash expenses
- Total est. cash income
- Est. in-kind donations
- Est. local cash match

Paperwork Tracking:

- Date application received
- Date grant notification mailed

11-5 Announcement of grants

Regional Arts Partners are required to provide the IAC with advance notice of all grants-related press conferences and should submit copies of all press releases announcing grants made with regional block grant funds to the IAC staff liaison.

11-6 Changes to the Biennial Plan grant application, including community arts programs

During the two-year grant period, the RAP must notify the IAC in writing, at least 30 days in advance, of any substantial changes that may affect the approved Biennial Plan grant application. (See Section 9-1 for a definition of substantial.) The RAP must provide a detailed description of the proposed revisions, the reason for making the change, and a budget and schedule for implementing the proposed change. (See Section 9, Process for amending an approved Biennial Plan grant application, for more information.)

11-7 Biennial Plan update

By May 1 of the first year of the biennium, each RAP will submit to the IAC a Biennial Plan update that either confirms there will be no changes in the partner's Biennial Plan for the coming year, or outlines the anticipated changes for the coming year following the process in Section 9. The IAC will provide a form in the grant notification packet for each RAP to complete and submit. The IAC will review and approve or deny all Biennial Plan updates following the process in Section 9.

11-8 Yearly Final Reports

At the end of each fiscal year, each RAP must submit a Final Report to the IAC. The Final Report will provide information on the activities of each completed year. It will include accomplishments related to measurable objectives that were stated in the Biennial Plan grant application or update; detailed information about grants awarded in the recently completed year; an annual financial statement (un-audited) summarizing the organization's total annual revenue and expenditures for the year; and an overall description of the activities, successes, and challenges related to the management of the regional arts allocation during the year.

Each RAP must input data for each application they fund with requesting regional block grant funds. The following data fields are required by the National Endowment for the Arts or are required by the IAC to ensure a sound grants management system. Data is required in each applicable field.

Grant Data:

- Total Individuals Benefiting

- Total Artists Participating
- Total Children/Youth Benefiting

- Grant Amount Spent
- Modified Financials Section
- Actual Financials Section
- Counties served
- Outcome codes (multiselect)
- Outcome descriptions

Paperwork Tracking:

- Date BMF received, approved
- Date Grant Agreement returned
- Date FGR received, approved
- Dates and amounts of payments

11-9 Independent financial audit

Each RAP will submit an annual financial or compliance audit of the most recently completed fiscal year prepared by an independent CPA within 180 days following the close of each year of the biennium in which an approved biennial plan is in effect (no later than Dec. 31 each year). If a management letter was issued with the audit and identified one or more serious issues, the partner must attach a written statement of the issues and the organization's plan for addressing the issues or a report showing how the issues have been addressed.

11-10 Records retention

Regional Arts Partners and sub-grantees must provide access to any books, records, documents and papers pertaining to the grant for purposes of program or financial review by the IAC or its agents. Adequate records must be maintained to substantiate all financial and program information reported to the IAC for a period of no fewer than three years.

11-11 Monitoring

Each RAP will work with the IAC to facilitate monitoring activities of the programs and services in their region funded through regional arts allocation funds. This may include periodic IAC regional site visits, informal monitoring and evaluation by the IAC, or a formal performance evaluation conducted by the IAC and a peer review team.

Section 12 PERFORMANCE EVALUATION

12-1 Informal IAC evaluation of Regional Arts Partners

The IAC will conduct ongoing contractual review of all RAPs. This review will include monitoring and evaluation of contractual compliance and the RPI services being provided by the RAPs throughout the grant period, including grant application review, grants data review, grants making processes, Final Report review, etc., to ensure the success of the RPI.

12-2 Formal IAC evaluation of Regional Arts Partners

On a periodic basis the IAC will conduct a formal evaluation of each RAP's capacities and compliance with the RPI Policy Manual. Representatives of the Regional Arts Partners Consortium and the IAC staff and commissioners will conduct this evaluation jointly.

- A. Performance assessments will be based on: 1) IAC standards for governance, management, and each of the four core regional services – cultural planning, grants making and management, information and referral, and technical assistance (Appendices A-F); and 2) terms of the Grant Agreement between the IAC and each partner.
- B. RAPs will participate with the IAC in developing the format and process for completing and utilizing the results of performance evaluations of all RAPs.
- C. RAPs will participate with the IAC in conducting performance evaluations of other RAPs.

- D. Formal evaluations will be scheduled at least 3 months in advance. Training will be provided for all participants.

Section 13 REVISIONS TO THIS DOCUMENT

13-1 Need for revision

One or more Regional Arts Partners, the RAP Consortium as a whole, IAC staff, and/or a committee or task force of the Commission may suggest revisions to this document.

13-2 Revision process

The RPI policies and the RPI Policy Manual of the IAC will be reviewed periodically by the IAC staff and the Committee on the Future. Following an orderly process allowing for study, RAP review and comment, and revision, new and/or revised policies may be ratified upon adoption by two-thirds of the Commission during a meeting of the full Commission, with 30 days prior written notice and review. The IAC will solicit input from RAPs in an official meeting of the Consortium, or the Consortium can designate a committee to review and recommend changes.

The following process will be followed:

- A. Upon direction by the Commission, Committee on the Future, or executive director, IAC staff, with input as appropriate by the Consortium or Consortium committee, will review the RPI Policy Manual, compile changes, and develop a draft for review by the RAPs and the IAC.
- B. The IAC will provide time for RAPs to comment on and discuss the revisions at no fewer than two official meetings of the Consortium. The IAC will consider all recommendations made by the RAPs at the Consortium meetings, or through the designated Consortium committee, and include all appropriate revisions in a final draft. IAC staff will consult with appropriate authorities to ensure compliance with all State policies and to ensure adherence to the laws of the state of Indiana and the federal government.
- C. The Committee on the Future and the Program Evaluation Committee will review the RPI Policy Manual revisions and make a recommendation to the full Commission.
- D. If the Commission accepts the proposal, IAC staff will make the appropriate changes to the document and disseminate it to all RAPs.
- E. If the Commission requests significant changes before adoption, the draft will be returned to the IAC staff and RAPs with the Commission's recommendations and the steps may be repeated.
- F. If the Commission decides not to accept the proposal, the Commission will provide its rationale to the IAC staff and Consortium. Action by the Commission is final.

13-3 Policy development for emergency provisions

The Commission prefers to amend or adopt statements of policy in an orderly process and only on a periodic basis. The Commission, however, recognizes that institutional systems must be adaptable to the needs of constituents. In time of emergency, Commission members and the executive director may recommend emergency policy statements on rapid

developments and acceptance in time of immediate need. Emergency policy adjustments may be conducted at any business meeting of the Commission with no prior notice or review.

Section 14 GLOSSARY

"Allocation formula" means the mathematical formula used to determine the amount of the IAC regional arts allocation each Regional Arts Partner receives in each fiscal year.

"Annual independent financial audit" means an annual examination of the financial methods and status of an organization completed according to Generally Accepted Accounting Principles (GAAP) by a Certified Public Accountant who is not related to the entity and is objective.

"Arts development allocation" means that portion of the IAC regional arts allocation each Regional Arts Partner receives in each fiscal year that must be used to support arts development services within the region.

"Arts development services (ADS)" means the group of four inter-related services (four core services) designed to promote the growth, stabilization and/or expansion of arts and cultural activities and the public information about these activities in each region. The four services -- cultural planning, grants making, information and referral, and technical assistance -- must be planned and delivered in accordance with IAC/RPI service standards for each service.

"Arts providers" means artists, arts organizations, and community based groups and organizations, such as libraries and schools, that offer arts programs and services.

"Biennial Plan" means the grant application prepared by the Regional Arts Partner and submitted to the Indiana Arts Commission which outlines the decision making processes, programs, services, and budget to be followed by the Regional Arts Partner during the budget biennium.

"Budget biennium" means the two-year period for which the Indiana General Assembly has approved a legislative appropriation for the IAC.

"Capacity building plan" means the written document prepared by the Regional Arts Partner following an organizational self-assessment process and submitted to the Indiana Arts Commission which outlines the strengths and weaknesses of the organization, objectives for improvement, and a timetable for accomplishment.

"Certified public accountant (CPA)" means a person who holds himself out as an expert in accounting theory and practice and who has attained appropriate certification and licenses in the state of Indiana to support the practice of public accountancy.

"Committee on the Future" means that standing committee of the Indiana Arts Commission responsible for long-range public arts policy and agency planning.

"Community arts allocation" means that portion of the IAC regional arts allocation a Regional Arts Partner, which is also a local arts agency, may receive in each fiscal year of the biennium to support community arts programs within the region.

“Community arts programs” means a range of activities designed to provide general public access to arts opportunities where Indiana citizens of all ages can learn about the arts, experience different art forms, participate in, and enjoy arts and cultural activities.

“Compliance audit” means the annual financial audit performed by an independent Certified Public Accountant according to specific federal guidelines. A compliance audit is required of nonprofit organizations that receive a total of \$300,000 or more in federal funding in any one fiscal year.

“Conflict of interest” means a situation in which a person, such as a public official, an employee, or a professional, has a private or personal interest sufficient to influence, or to appear to influence, the objective exercise of his or her official duties.

“Cultural planning” means the regular and systematic collection and analysis of data and information about arts and cultural resources, needs, issues, and priorities by each Regional Arts Partner within each region in order to guide the planning and delivery of regional arts development services, carried out in accordance with IAC cultural planning standards.

“Cultural planning standards” means the written document adopted by the Indiana Arts Commission for the RPI that sets forth the conditions under which the cultural planning process should ideally be conducted. Cultural planning standards are included as Appendix C of this document.

Financial statement, annual “Annual financial statement” means the written document that indicates the un-audited financial status of the organization at the end of most the fiscal year.

“Governance” means a variety of legally mandated activities carried out by the elected governing body of an organization that are not identifiable with any one primary organizational function but that are indispensable to the conduct of all primary functions and to the organization’s corporate existence.

“Governance standards” means the written document adopted by the Indiana Arts Commission for the RPI that sets forth the conditions under which a Regional Arts Partner should ideally be governed. Governance standards are included as Appendix A of this document.

“Grant Agreement” means the biennial written agreement between the Indiana Arts Commission (IAC) and each Regional Arts Partner (RAP). It includes a description of the responsibilities of the IAC and each RAP, including the fiduciary responsibilities of each for the proper management of the IAC regional arts allocation. Release of the regional allocation shall be initiated when the IAC, the RAP, and all other appropriate State organizations sign the agreement.

“Grants making and grants management services” means the systematic and publicly accountable process which allocates and accounts for funding for arts activities, services, and resources consistent with each region’s cultural plan. Grants making and management services are planned and delivered in accordance with IAC grants making and grants management service standards.

“Grants making and grants management standards” means the written document adopted by the Indiana Arts Commission for the RPI that sets forth the conditions under which the regional grant making process must be conducted. Grants making and management standards are included as Appendix D of this document.

"Grants Making Handbook" means that written document adopted by the Indiana Arts Commission for the RPI to provide guidance to Regional Arts Partners in the planning and implementation of regional grant making and grants management systems. The handbook is included as Appendix G of this document.

"Indiana Arts Commission (IAC)" means the state entity established by the Indiana General Assembly, to administer state and federal funding for the arts in Indiana.

"IndianaArts.org" refers to the web-based database developed by the Regional Arts Partners Consortium to provide a statewide, publicly accessible information system. The database became operational in April 2000 and may be found at www.IndianaArts.org. The system includes: organization, artist, and grants databases; artist registry; supplier tracking; constituent tracking; an organization needs/opinions tracking component; and a statewide events calendar.

"Information and referral services (I&R)" means those activities which collect and provide information about and assistance with linkage to arts activities, services, and resources to artists, organizations, and the general public. Information and referral services are planned and delivered in accordance with IAC information and referral service standards.

"Information and referral service standards" means the written document adopted by the Indiana Arts Commission for the RPI that sets forth the conditions under which each regional information and referral program should ideally be conducted. Information and referral standards are included as Appendix E of this document.

"In-kind resources" means the documented value of donated materials and services which are essential to the provision of regional services, which may -- in certain circumstances -- be used as a portion of the required local matching funds for regional block grant and community arts program funding.

"Local arts agency" means a public entity or private nonprofit organization with IRS tax-exempt status and incorporated in Indiana whose primary mission is the provision of arts programs, services, and activities in support of a wide range of artistic disciplines.

"Local matching funds" means cash and in-kind resources that must be provided by the Regional Arts Partner and/or its sub-grantees to supplement the IAC regional arts allocation components of regional block grant and community arts programming.

"Management" means a variety of activities conducted by Regional Arts Partner staff that are not identifiable with any one primary organizational function but that are indispensable to the conduct of all primary functions and to the organization's corporate existence.

"Management standards" means the written document adopted by the Indiana Arts Commission for the RPI that sets forth the conditions under which a Regional Arts Partner should ideally be managed. Management standards are included as Appendix B of this document.

"Mentor" means an experienced Regional Arts Partner that volunteers to coach, counsel, and guide another partner organization with the goal of building the capacity of the mentored organization to become a more effective Regional Arts Partner.

“Peer review process” means those activities related to the designation, development and training, performance evaluation, and de-designation of Regional Arts Partners that are conducted by a team of representatives from the IAC and the Regional Arts Partner Consortium.

“Performance review” means the evaluation of a Regional Arts Partner’s capacities and compliance with the RPI Policy Manual conducted jointly by representatives of the Regional Arts Partner Consortium and by the IAC on a periodic basis.

“Program Evaluation Committee (PEC)” means the standing committee of the Indiana Arts Commission responsible for all program policies and procedures, including review and action on Biennial Plan grant applications.

“Regional advisory council” means a regionally representative group of citizens with expertise and interest in the arts which serves in an advisory capacity to the Regional Arts Partner (in accordance with Section 5 of this document) on matters which affect planning, delivery, and evaluation of the four core regional services.

“Regional arts allocation” means that portion of the Indiana Arts Commission biennial legislative appropriation the IAC will allocate to the 12 Regional Arts Partners to provide regional services. The allocation has three components: arts development, community arts programs, and regional block grant.

“Regional Arts Partner (RAP)” means that Indiana-based public entity or private nonprofit organization, having IRS tax-exempt status, which has been designated by the IAC to administer the Regional Partnership Initiative funds and provide the four core services within a specific geographic region of the state according to the policies and procedures set forth in this document.

“Regional Arts Partner Consortium (Consortium)” means the informal association of all Regional Arts Partners. Participation in the Consortium is required by the IAC for each organization designated as a Regional Arts Partner. The role of the Consortium is to provide resources, address common issues, and develop mutual support among the members in order to advance the goals of the Regional Partnership Initiative (RPI). The Consortium provides advice to the Indiana Arts Commission in the development and implementation of policies and procedures concerning the RPI.

“Regional block grant allocation” means that portion of the IAC regional arts allocation each Regional Arts Partner receives in each fiscal year that must be re-granted within the region to provide programs and services consistent with the Biennial Plan.

“Regional cultural plan” means a written document that provides the Regional Arts Partner’s goals, objectives, strategies, and action steps needed to reach long-term cultural goals within the region. The regional cultural plan is based on findings from the cultural planning process.

“Regional Partnership Initiative (RPI)” means a collaborative project between the Indiana Arts Commission and 12 IAC-designated organizations to enhance support for arts and cultural activities statewide, especially in under-served areas. Through a biennial Grant Agreement with the IAC and with an annual financial allocation, each Regional Arts Partner plans and delivers four core services within a specific geographic region.

“Regional service boundaries” means the geographic service area assigned to each Regional Arts Partner by the process in Section 4-4 of this document. See Appendix H for a current RPI map and roster.

“Regional services coordinator” means the staff person/consultant that is responsible for the day-to-day operation and delivery of services for the four core areas of the RPI.

“Site visit” means a visit to a specific arts provider organization within a region made by an IAC Commissioner, staff person, or other designated representative for the purpose of observing IAC-supported activities, discussing accomplishments and/or concerns, and/or providing technical assistance.

“Standards” refer to the guidelines the IAC has established to direct the delivery of the four core services of the RPI. The standards are meant to ensure that a basic quality of service is being delivered on a consistent basis from region to region. Regional Arts Partners are required to meet all service standards identified by the IAC as “Priority 1,” included as Appendices A-F of this document.

“Technical assistance services (TA)” means those activities, planned and delivered by each Regional Arts Partner, to increase the knowledge, skills, and capacities of artists, and arts providers in the region. Technical assistance services are planned and delivered in accordance with IAC technical assistance service standards.

“Technical assistance services standards” means the written document adopted by the Indiana Arts Commission for the RPI that sets forth the conditions under which each regional technical assistance program should ideally be conducted. Technical assistance standards are included as Appendix F of this document.